

RUTHERFORD COUNTY PERFORMANCE APPRAISAL FORM

Employee Name: _____ Position: _____

Hire Date: _____ Evaluation Date: _____

Supervisor: _____ Department: _____

Rate employee's performance for the evaluation period based on each of the following items. **Any rating of "unacceptable, needs improvement, or excellent" requires written justification on the "Comments" line.** Attach additional pages as needed. Supervisors are asked to review the County's Performance Appraisal Manual and Rating Guidelines prior to completing this form. Employees are encouraged to make written comments on the back of the evaluation.

	UNACCEPTABLE	NEEDS IMPROVEMENT	GOOD	VERY GOOD	EXCELLENT
	(1 point)	(2 points)	(3 points)	(4 points)	(5 points)

ATTITUDE	()	()	()	()	()
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Friendly and positive support of Department & County. Cooperative with other employees and public

Comments: _____

ATTENDANCE	()	()	()	()	()
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Punctual, rarely absent, remains in assigned work area.

Comments: _____

COOPERATION	()	()	()	()	()
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Ability to work in harmony with others; supportive of County perspectives and issue positions.

Comments: _____

INITIATIVE	()	()	()	()	()
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Takes necessary or appropriate action without prompting or reminding.

Comments: _____

JOB KNOWLEDGE	()	()	()	()	()
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Remains familiar with goals, policies, procedures, equipment and materials.

Comments: _____

QUALITY OF WORK	()	()	()	()	()
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Work is thorough and accurate.

Comments: _____

QUANTITY OF WORK	()	()	()	()	()
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Effective utilization of time and materials to complete tasks on schedule.

Comments: _____

LEADERSHIP

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Sets a good example in developing and motivating for a productive workplace. Demonstrates a positive willingness and ability to adapt to change.

Comments: _____

SAFETY

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Ensures that safety is a priority on the job.

Comments: _____

Total Points
Per Column

GOAL(S) STATEMENT

The goals listed below indicate both the employee's and the supervisor's statement of goal(s) toward which the employee will work in the upcoming year. The goal(s) listed shall be attainable, clearly defined and of mutual benefit to the employee and the County. Any resources needed to support the employee's efforts will be listed, including time and budget considerations.

CAREER – Employee and Supervisor

Goal: _____

What is needed to attain this goal? _____

Goal: _____

What is needed to attain this goal? _____

WORK CONDITIONS – Employee and Supervisor

Goal: _____

What is needed to attain this goal? _____

EMPLOYEE COMMENTS:_____

OTHER COMMENTS:_____

Employee Signature: _____ Date:_____

Supervisor Signature: _____ Date:_____

Department Director Signature: _____ Date:_____

Human Resources Director: _____ Date:_____

PERFORMANCE APPRAISAL & PERFORMANCE DEVELOPMENT MANUAL

Philosophy

The basic philosophy of the County's evaluation system is to provide a means of communication about employee performance. Employees need and deserve to know how they are performing. Employees should be counseled on their strengths and weaknesses and what they need to accomplish in order to have better opportunities.

Goals

The system is designed to meet the following goals:

- Provide a uniform and equitable basis for appraising performance.
- Clarify the relationship between a supervisor's responsibilities and goals of the County.
- To support and reinforce the system by providing guidelines that are consistent between all employees and supervisors.
- To identify training and development needs.
- To provide direction to below standard performers.

Performance Appraisal: Why

Many employees and supervisors are uncomfortable with the process of performance appraisal. However, it is necessary in order to provide formal feedback to the employee about the level of performance, promotability, career development and training needs. Employees who are not standard performers are given formal feedback on what improvements are necessary in order to remain as an employee.

Performance Appraisal Process

- A The session is held in a quiet, private place where and when the employee and supervisor will not be interrupted. This is very important. Conducting the session in another setting gives the impression the conference is not important, and if there are any performance improvements to be noted, it is important to have the session held in a manner that enhances the employee's dignity.
- B If the conversation should be emotional on the part of either the supervisor or employee, the session should conclude to allow for a cooling off period. The session should be rescheduled for two to three days later to allow both parties time to cool off. This also gives both the supervisor and employee time to think about the conversation and make any notes about what they wish to say.
- C Evaluation sessions should conclude with a plan of work developed and agreed upon. The supervisor and employee need to mutually discuss and agree upon expectations, conditions, priorities, and levels of importance. The employee needs to understand the expectations, and if any improvements noted, the consequences of not meeting the plan. Employees should be part of developing the plan; otherwise, they may not feel like they are part of the process.

Cautionary Note: Supervisors need to play a supporting role. The employee has the responsibility of learning and improving, which is often harder than outlining the role. The support and encouragement of the supervisor is often critical to the success of the employee's performance. Supervisors need to keep in mind the dignity and esteem of the employee, and treat employees in a manner in which they want to be treated.

If the Employee Does Not Agree with the Evaluation

Ask the employee what he or she does not agree with. If after discussing the area in question, an agreement is not reached give the employee opportunity to write on the paperwork what is not agreed upon and why. Advise the employee the County's grievance procedure is available for resolution of the issue. It is generally recommended that the supervisor refer the employee to Human Resources for assistance with the grievance process.

Important Questions For the Employees to Ask & Supervisor to Discuss

1. What is expected before the next evaluation?
2. What kind of help or attention can I expect to receive/can be provided?
3. What changes are likely to occur in our department or division and how will they affect the employee?
4. How do I know if I am meeting job requirements throughout the year?
5. What do I need to do to improve?
6. Do I have a chance for advancement?
7. What is it I have to do in order to get a merit increase?
8. How is my supervisor going to evaluate my performance this year?
9. What measurements or standards will be used?
10. What are my strengths?
11. What additional skills can I learn this year in order to grow in my position?

Standards

All full time employees will be evaluated using the Performance Appraisal Form. The form lists nine job-related standards that apply to all full time employees. Supervisors are directed to review the rating guidelines given below to consistently apply the correct rating.

Definition of Standards Used on Performance Evaluation Form

Attitude: Friendly & positive support of department & County. Cooperative with other employees & the public.

<u>Unacceptable</u>	<u>Needs Improvement</u>	<u>Good</u>	<u>Very Good</u>	<u>Excellent</u>
Complains & negative. Makes poor impression.	Cooperates without enthusiasm. Makes no effort to give additional assistance.	Cooperates willingly. Courteous, considerate of others.	Cooperates well. Makes extra effort to assist others.	Outstanding in attitude. Positive attitude. Always enthusiastic. Does not complain inappropriately.

Attendance: Punctual, rarely absent, remains in assigned work area.

<u>Unacceptable</u>	<u>Needs Improvement</u>	<u>Good</u>	<u>Very Good</u>	<u>Excellent</u>
Often absent without good excuse and/or frequently late for work. Does not remain in assigned work area	Lax in attendance and/or reporting for work on time.	Usually present & on time remains in assigned work area.	Very prompt regular in attendance.	Always regular & prompt; volunteers for overtime when needed; available at work site when needed

Cooperation: Ability to work in harmony with others.

<u>Unacceptable</u>	<u>Needs Improvement</u>	<u>Good</u>	<u>Very Good</u>	<u>Excellent</u>
Discourteous and rude. Negative factor in group morale.	Cooperates but does not make the effort to give assistance.	Cooperates, considerate Helpful to others.	Makes extra effort to be of assistance to others	Outstanding courtesy and cooperation, Always congenial. Generates enthusiasm in division

Initiative: Takes necessary or appropriate action without prompting or reminding.

<u>Unacceptable</u>	<u>Needs Improvement</u>	<u>Good</u>	<u>Very Good</u>	<u>Excellent</u>
Does not try. Slow to begin work.	Seldom meets standard.	Diligent. Does not wait for direction.	Follows through. Makes some suggestions.	Recommends Improvements, works beyond requirements Sets goals.

Job Knowledge: Remains familiar with goals, policies, procedures, equipment & materials

<u>Unacceptable</u>	<u>Needs Improvement</u>	<u>Good</u>	<u>Very Good</u>	<u>Excellent</u>
Unfamiliar with basic requirements	Less than average. Needs training.	Occasional supervision expected. Knowledge acceptable.	Knowledge of all details of job. Knows well enough to train others.	Knowledge of all aspects of job. Understands related areas and can apply to other departments

Quality of Work: Work is thorough, accurate.

<u>Unacceptable</u>	<u>Needs Improvement</u>	<u>Good</u>	<u>Very Good</u>	<u>Excellent</u>
Unacceptable # of errors. Work must be checked. Grammar/punctuation poor.	Reasonably reliable; more errors than average.	Dependable quality; needs occasional correction. Grammar/punctuation average.	Consistently better than expected quality.	Consistently exceptional work. Accurate & thorough. Grammar and punctuation excellent.

Quantity of Work: Effective utilization of time and materials to complete tasks on schedule.

<u>Unacceptable</u>	<u>Needs Improvement</u>	<u>Good</u>	<u>Very Good</u>	<u>Excellent</u>
Does not meet minimum requirements.	Does just enough to get by.	Volume of work is satisfactory.	Very industrious does more than is required.	Superior productivity.

Leadership: Sets a good example in developing and motivating a productive workplace.

Demonstrates a positive willingness and ability to adapt to change.

<u>Unacceptable</u>	<u>Needs Improvement</u>	<u>Good</u>	<u>Very Good</u>	<u>Excellent</u>
Does not set a good example. Refuses to support change.	Seldom meets the set standard.	Helps make department positive and productive.	Very supportive of County and co-workers. Welcomes change.	Is the example to follow. Seeks change for the better.

Safety: Ensures that safety is a priority on the job.

<u>Unacceptable</u>	<u>Needs Improvement</u>	<u>Good</u>	<u>Very Good</u>	<u>Excellent</u>
Is routinely careless to self, City or private property. Has accidents.	Occasionally has accidents or; prone to have them. does not pay close attention.	Pays attention to safety rules. Rarely has accidents.	Very safety conscious. No accidents.	Sets the example & actively supports workplace safety. Watches out for co-workers.

Merit System:

When the quality of an employee's performance is worthy of special recognition, the employee's salary may be advanced based on the merit, adopted by the Board of Commissioner's during their normal budget process. Such merit pay increase amounts shall be done only after recommendation of the department head and based on the quality of the individual's work performance following successful completion of one year's employment. The quality of his or her performance shall continue to be reviewed and appropriate instruction and counsel shall be provided in methods for improving job performance.

Merit pay increases shall be awarded based on the employee's annual review and in accordance with the guidelines outlined in the performance evaluation system.

A merit pay increase, as determined by the Board of Commissioner's, may be granted with the approval of the County Manager to deserving full time employees in accordance with the following provisions:

1. When a new employee has completed 12 months of continuous service following the initial six month probationary period, and annually thereafter.
2. A promoted employee shall be eligible for a merit increase, after a year of continuous service.
3. The merit pay system will use the calendar year for purposes of awarding merit pay.
4. Merit pay will be awarded as a one time payment. Employees will become eligible for a merit pay only after successfully completing their annual performance evaluation.
5. Calculation of Merit Pay: Upon completion of an employee's annual performance evaluation, the department head (or County Manager) will submit to the County Manager a list of employees whose performance is the highest level. These employees, with the help of their department head, will complete an additional performance form listing the employee's major accomplishments for the year.

6. Merit pay will be judged by the following criteria:
 - a. Excellent Work Performance-performance measure is in the highest classification. No record of disciplinary action for the previous year.
 - b. Exceptional Achievements-performance goes beyond highest expectations
 - c. Special Contributions-develops innovative ideas/procedures that are cost cutting or time saving

All Department Heads and Middle Managers shall complete training on performance evaluation before conducting employee evaluations.

All performance evaluations shall be done at the same time and all merit pay awarded at the same time.

Grievance Procedure:

If an employee disagrees with a performance evaluation review, they may make a request to their supervisor/department head for a re-evaluation of their performance. Further grievances will be addressed by the Human Resources Director who may consult the review board or the county manager.

Score Ranges for Performance Evaluation

Unacceptable	9-15
Needs Improvement	16-23
Good	24-31
Very Good	32-39
Excellent	40-45

RUTHERFORD COUNTY EMPLOYEE ACCOMPLISHMENT FORM

Please complete the following questions and you may add any additional information on a supplemental attachment.

1. Performance Evaluation Review Score (must be in the 40-45 range to qualify)
2. Please list your most important accomplishments during the current performance evaluation rating period.
3. What were the outcomes of the accomplishments listed above? Were the outcomes significant to progress in the office, department, description, for the County and/or the Community? Please summarize and attach additional sheets if necessary.
4. Did these accomplishments save either time or money? Please explain how?

This form will be reviewed by your department head and the review team for a merit increase.

_____/date
Employee Signature

_____/date
Department Head/County Manager/Board Chair Signature